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13 DEC 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report Covert Action Operations Seminar
2 - 68, 3 - 6 December 1967

REFERENCE : Course Report - Covert Action Operations Seminar
17 - 20 September 1967, dated 28 September 1967

1. Summary:

Another highly satisfying running of the Covert Action Operations Seminar took place 3 - 6 December 1967. The enthusiasm of the eighteen students, the equal enthusiasm of the guest speakers, and the spirited interchange of ideas prompt this statement. More specifically, the student group was the most experienced of the four seminars held to date, both in breadth of assignments and years of service and, in addition to their participation in discussions, the students' interest and level of involvement were demonstrated by their note taking--more extensive than any previous group, and their written course critiques--more meticulous than any before. Although area division representation was not as diversified as desired--FE and WH provided the area background of most of the students--the class seemed to find the seminar more directly relevant to their current assignments, as attested by the aforementioned notes and critiques, than any class to date. We also were fortunate to have the new DDP Training and Qualifications officer as a participating member of the class. If the type of enrollment exemplified by this class continues, we have definitely established the Seminar at the level of need we had in mind when the course was designed. We will continue to make modifications that increase the opportunity for fuller student participation.

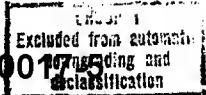
2. Changes in Content, Format, Speakers:

The basic content, format and guest speaker group developed for past courses were retained unchanged. Two changes were made in the announced speaker list. [REDACTED] again participated with [REDACTED] providing the material on nation-building operations as reported in detail in Reference. [REDACTED] substituted for [REDACTED] who, at the last moment, was involved in the annual FE war gaming problem at the Pentagon.

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25X1A9a a. Two modifications were introduced in order to continue to expand and improve the tradecraft-related portions of the course. [REDACTED] introduced an interesting paradigm of types of operations and their varying degrees of operational security. This was presented in addition to his regular hour on operational security problems and was given during a new hour of round-up of tradecraft problems he presented with the undersigned.

b. The pace of the course continued as in the past, intense and fast. One of the most experienced students commented that this pace was to him one of the best features of the course. In particular, he urged that the pleas which were once again made for "one more day" be ignored, saying that "at the same time I say the pace and intensity of the course were perfect, I must add that one more day would have killed me."

3. Students

25X1A9a A total of eighteen students, of the twenty registered, took the course. Two students were forced by pressure of business to drop out. One replacement was selected from the six stand-by registrants at the urgent request of [REDACTED], who stated that [REDACTED] wishes to have at least one student at each seminar. One student was forced to cancel on Sunday 3 December because of illness, too late for any other replacement to be selected. The breakdown of the class by Agency component is as follows: FE (6), WH (3), [REDACTED] (2), Office of DDP (1), TSD (1), CA Staff (1), OTR (2), AF (1), and NE (1). Unfortunately, two additional students from NE were forced to cancel. And neither SB nor EUR divisions were represented at all. This was especially regrettable since an interesting discussion took place during the evening session on 4 December concerning the "detente" in Soviet approaches to Europe. Another point should be noted regarding the area background of the students. The two students from OTR were both senior officers of long experience in WH. The representative from the office of DDP, [REDACTED] and the two [REDACTED] representatives were all senior officers with long FE experience.

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25X1A9a a. The grade level averaged 13. Thirteen of the eighteen students were GS-12 or higher. Two students had twenty years of Agency service, two were eighteen year veterans, two had sixteen years of service and five had fifteen years Agency experience. Thus, this was the most experienced group to have taken the Seminar to date. This may explain the fact that, for the first time, the majority (thirteen) took notes which they asked to retain. Also, in their critiques, in addition to indicating general appreciation for the course, approval

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of content, and praise for particular portions, a number of specific suggestions were made (See Attachment C). The best of these, perhaps, is that each member of the class be asked to give a five minute talk about a CA operation he is engaged in or familiar with for general class critique. Finally, the evening discussions and certain class sessions, were enlivened by cogent student presentations of their own experience. In effect, these supplied the kind of full student participation that the aforementioned suggestion seeks to formalize.

b. A high point for the undersigned was the spirited participation of the class in the Patria problem, (See Reference). One Patria "Chief of Station" even outlined the problem and his group's solution on the black board in the classroom which served to assist greatly the summary of the teaching points that the chief instructor wished to make.

4. Speakers:

As usual the speakers uniformly presented top grade performances. The course critiques indicate a mixed reception, but a uniformly favorable one. Obviously, the reception of any speaker will vary to a certain extent according to the listener. Thus some speakers who were singled out as the best by some students were given exactly the opposite rating by others. But there was no disagreement that the group of guests, as a whole, presented highly articulate, interesting and informative material. And the evening group discussions featuring exchanges between these speakers were again pointed out as extremely informative and provocative.

5. Recommendations:

The suggestion for formalizing student participation will be adopted as the format for part of the evening discussions if the background of future registrants indicates that we will continue to have the level of participants we had in this running of the course. An information sheet, breaking down the composition of the Congress of Patria, will be added to the Patria problem, to increase its effectiveness for future Patrian stations, who will hopefully be as dedicated as those of this class. No fundamental changes will be made in the course structure, however, for it seems to serve its purpose well.



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Chief Instructor

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Attachments (w/orig - only)

- A. Course Schedule
- B. Class Roster
- C. Students' Critiques

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Distribution:

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ATTACHMENTS